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Influence of Work Environment Work Culture and Leadership on Employee Performance

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Abstract

This study wanted to determine the effect of the work environment, work culture, and leadership on employee performance at the Spatial Planning Makassar City method of determining the sample using the descriptive analysis method. The research method was carried out using quantitative methods by distributing questionnaires to 54 respondents who were employees at the Spatial Planning Makassar City Data analysis using descriptive analysis and multiple linear regression analysis. The data sources used in this study are primary and secondary, with the data analysis process used in this study using the SPSS 21 program. Primary data was obtained through interviews with questionnaires to respondents. The types of questions used in the questionnaire are closed-ended questions. Office employees Spatial Planning Makassar City. Leadership has an insignificant effect on employee performance at the Spatial Planning Makassar City.



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Introduction

Human resources are a strategic element in determining the progress or failure of an organization. Developing planned and sustainable human resources is an absolute necessity for the organization. An organization needs humans as qualified human resources who will continue to advance the organization as a forum for improving nurse performance. So, to realize organizational goals, including government organizations, every employee must work optimally to satisfy customers (society). This is because it is the essence of the presence of a government organization to provide services to the community (public service). The success of organizational achievement is strongly influenced by the role and performance of its employees; performance in the organization is the answer to the success or failure of the organizational goals that have been set. To achieve high performance, the human factor is an essential variable because the success or failure of a business is largely determined by the behavior of humans who carry out the work.

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Performance is the result of work achieved by a person or group in a certain period. According to Hamadamin & Atan (2019), performance is work in quality and quantity earned by an employee in carrying out the tasks assigned to him. An organization, both government and private, in achieving its goals must go through people who play an active role as actors in attaining these goals. To achieve this goal, every individual in the organization must improve their performance to improve the organization's performance directly. Dealing with efforts to improve employee performance, one of the fundamental problems is to create a good work environment and increase employee motivation. Both of these play a role in increasing the effectiveness and efficiency of the organization in carrying out all activities and work that have been planned and programmed. With a good work environment and high motivation, employees are expected to improve their performance to realize the organization's vision and mission.

Chevallier et al. (2012) argue that the work environment is everything around employees and can affect them in carrying out their tasks. These conditions can be material or psychological. In this case, the work environment relates to the physical environment where employees can use every available facility optimally. A conducive work environment provides security and allows employees to work optimally. The work environment can affect the emotions of employees. Suppose the employee likes the work environment in which he works. In that case, the employee will feel at home in his workplace to carry out activities so that work time is used effectively and efficiently, which leads to increased employee motivation and high employee performance.

A working environment is said to be excellent or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The suitability of the work environment can be seen as a result in the long term; furthermore, unfavorable working environments can demand more workforce and time and do not support obtaining an efficient work system design. The existence of government organizations, such as the Makassar City Public Works Office, has an important role, especially in the realization of government optimization in the fields of activities for formulating, determining, and implementing policies in the field of water resource management, road administration, housing provision and settlement area development, housing finance, Building construction, drinking water supply system, wastewater management system and environmental drainage and solid waste, and construction service development.

Public Works and Public Housing has the task of carrying out government affairs in the field of public works and public housing to assist the President in administering the state government. Based on observations made by researchers at the Makassar City Public Works Office, some employees' performance at this office has not been entirely what is expected. Dealing with such complex tasks, functions, and authorities, the Makassar City Public Works Department is in dire need of human resources with high performance at work; besides that, employees also need a good work environment and motivation to provide maximum job satisfaction.

A good leadership style is a leadership style that can provide work motivation for subordinates. Trang (2013) says a leader must be able to carry out various skills, experiences, personalities, and motivations of each individual he leads; an effective leadership style is needed in a company to be able to improve the performance of all employees in achieving the goals set by the company. Performance has an essential meaning for employees, the existence of a performance appraisal means that employees get attention from superiors, besides that it will increase employee work passion because with this performance appraisal it is possible for employees who excel to be promoted, developed and rewarded for achievement, otherwise employees who do not excel may be demoted. . Organizational performance measurement needs to be carried out in ensuring the understanding of implementers and measuring achievement, ensuring the achievement of the agreed achievement scheme, monitoring and evaluating performance with comparisons between work and implementation

schemes, providing objective rewards and punishments for implementation achievements that have been measured according to the measurement system. has been agreed upon, making it a communication tool between employees and leaders to improve organizational performance, ensuring that decision making is carried out objectively and revealing problems that occur (Mahessa & Frieda, 2017).

The performance possessed by government agencies is essentially a result of the work requirements that employees must meet. Employees will be willing to work with enthusiasm if they feel that both physical and non-physical needs are being met. The performance of government agencies is primarily determined by the performance of the employees who spearhead the office (Maamari & Majdalani, 2017). The awareness of employees or their leaders about the positive influence of organizational culture on organizational productivity will provide a solid motivation to maintain, maintain, and develop their organizational culture to be a strong driving force for organizational progress. As the findings of Kotter & Heskett, show that organizations excel because they are supported by a robust organizational culture (Alghazo & Al-Anazi, 2016).

The objects of this research are employees at the Makassar City Spatial Planning Office, employees who have received technical guidance from their respective fields to share knowledge to participate in socializing these changes. This encourages a friendly atmosphere between employees and forms cooperation between fellow employees. In addition, cooperation between fellow employees is also seen in each field. Some employees have not been able to carry out their responsibilities fully, are disciplined, and have not completed work on time, which is reflected in work arrears. In the aspect of quality, it appears that the achievement of quality and accuracy of procedures in completing tasks is not yet fully optimal. Meanwhile, in terms of efficiency, it has not been fully achieved terms of time and cost utilization.

Theoretical Framework and Hypotheses

Human Resources

Human resource management (HRM) is one of the fields of general management, which includes aspects of planning, organizing, implementing, and controlling (Boon et al., 2018). To achieve company goals, the problems faced by management are not only found in raw materials, work tools, production machines, money, and the work environment but also involve employees (human resources) who manage these other production factors (Wright & Ulrich, 2017). Human resource management can be defined as the process and efforts to recruit, develop, motivate, and evaluate the overall human resources needed by the company to achieve its goals. Human resource management is applying a human resource approach where together there are two goals to be achieved, namely company and employee goals. The interests of the two goals must be harmonized and cannot be separated from unity and integrity (Mitchell et al., 2013).

Work environment

Every organization always tries to create a pleasant work environment because it will affect the improvement of employee performance and organizational performance in carrying out its activities; always pay attention to the factors that exist within the organization, must also pay attention to factors that exist outside the organization or the surrounding environment (Bhuiyan et al., 2020). (Obeidat et al., 2018) explains that although the work environment is not believed to be the main factor in increasing employee productivity, the work environment factor is a variable that management experts need to consider in its effect on increasing productivity. Employees who carry out their duties and work must be given attention, one of which is paying attention to the work environment of their employees. The work environment is one of the factors that can encourage employees to work

optimally for the company's progress. Meanwhile, Tirtayasa (2019) stated that the work environment is the overall work facilities and infrastructure around employees doing work that can affect the work itself. The work environment is everything around workers and can affect them in carrying out their duties. Tran (2020) argues that the work environment is around the workers and affects them in carrying out the assigned tasks. The work environment is everything around workers that can affect their work, including lighting, noise control, cleanliness, and workplace safety (Martínez-Caro et al., 2020). The work environment is a condition in which employees carry out an activity. These conditions are usually in the form of material conditions and psychological conditions. In this case, the work environment is related to the physical environment, so humans with existing skills must be able to utilize every available facility optimally. By looking at the physical to mental correlation, we need to design a work environment that is conducive to work. A conducive work environment can be seen from several indicators, including lighting, air temperature, humidity, use of color, space for movement, and security. These critical factors can make employees give enthusiasm and passion for working. This is also a support in increasing productivity.

Work Culture

Work culture is a philosophy based on a view of life as values that become traits, habits, and drivers that are cultivated in a group and are reflected in attitudes into behaviors, ideals, opinions, views, and actions that manifest as work or work (Bhuiyan et al., 2020). The book "Guidelines for the Development of a Work Culture of State Apparatus," published by the State Ministry for the Utilization of State Apparatuses in 2002, explains that work culture is interpreted in various ways with the same purpose. Some of the meanings below are presented in the work culture contained in the decision (Obeidat et al., 2018). Work culture is a person's perspective on giving meaning to work. Thus, work culture is a person's perspective on the field he is engaged in and the moral principles he has, which fosters strong belief based on the values he believes in, has a high spirit, and is serious about realizing the best performance.

Leadership Style

Leadership style is the way or mindset of a leader in leading his subordinates to achieve the desired goals or company goals. Silva et al. (2019) suggests leadership style as a manifestation of a leader's behavior regarding his ability to lead, usually in the form of a particular pattern or form. While Rakhshan et al. (2019) argues that a person's ability to direct, influence, encourage and control other people or subordinates to work on their consciousness and voluntarily in achieving a specific goal. Gaol (2017) reveals this as a way or technique outlined in a leader's behavior in directing and influencing groups or subordinates so that they can and are willing to try to achieve the goals set. Ohunakin et al. (2019) revealed that leadership style is behavior and strategy resulting from a combination of philosophy, skills, traits, and attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. Strategies, techniques or how a leader behaves in directing and influencing his subordinates while carrying out leadership tasks can take the form of a pattern or other form.

- H1:** The Work Environment has a Significant Effect on Employee Performance
- H2:** Work Culture has a Significant Effect on Employee Performance.
- H3:** Leadership has a significant effect on employee performance.

Research Method

The research location is in Makassar City, with the object of research at the Office of Spatial Planning, with a population of 70 people. The number of samples can be determined by statistical calculations, namely by using the Slovin formula. The Slovin formula determines the sample size from a known population of 70 employees. The precision level specified in the sample's determination is 5%. So the sample size is 54.57, rounded up to 54 respondents. A sampling technique is a method (methodologically justified) used to reach sample members within a predetermined size. The type of data used in this description is quantitative data, which is data obtained from companies that can be proven by numbers that will be processed and analyzed by analytical methods so that the results can be seen. Qualitative data is obtained from interviews with parties—interested parties in the form of oral data with an explanation of the discussion.

The data sources used in this study are primary and secondary, with the data analysis process used in this study using the SPSS 21 program. Primary data was obtained through interviews with questionnaires to respondents. The questions used in the questionnaire are closed-ended, namely the form of questions with several alternative answers for respondents. Secondary data is obtained through the recording of company documents and from related industries related to the discussion of writing. The data that has been collected will be analyzed through several stages of testing. The first stage is to do a descriptive analysis. The second stage is to test the quality of the data consisting of (a validity test and a reliability test). The third stage is to test all hypotheses proposed in this study, which will be proven through the partial, simultaneous, and coefficient of determination tests.

Table 1. Variable Operationalization

Variable	Code	Indicator	Reference
Work Environment (X1)	X1.1	Boss and employee relations	(Martínez-Caro et al., 2020; Obeidat et al., 2018)
	X1.2	Privacy	
Work Culture (X2)	X2.1	Discipline	(Bhuiyan et al., 2020; Tirtayasa, 2019)
	X2.2	Mutual respect	
	X2.3	Cooperation	
Leadership (X)	X3.1	Boss Attention	(Ohunakin et al., 2019; Rakhshan et al., 2019)
	X3.2	Inspirational	
Employee Performance (Y)	Y1.1	Superiors pay attention to the needs of subordinates	(Purba & Sudibjo, 2020; Wang & Guan, 2018)
	Y1.2	Superiors ask subordinates to coordinate the results of their work	
	Y1.3	Superiors take into account the suggestions of subordinates to achieve common goals	
	Y1.4	The boss believes that the subordinates are able to complete the job well	
	Y1.5	Boss motivates subordinates to work well	

Data Analysis and Discussion

Data Analysis

Respondents in this study were all employees of the Makassar City Spatial Planning Service; obtained a sample of 54 respondents who were included in this study, namely based on age, years of service and last education, and gender. To clarify the characteristics of the respondents in question, they are presented in table 2.

Table 2. Characteristics of Respondents

Variable	Measurement	n	%
Gender	Man	19	35.1
	Woman	35	64.8
Age	21-29	4	7.40
	30-39	14	25.9
	40-49	20	37.0
	>50	16	29.6
Last education	D-III	9	16.6
	S1	32	59.2
	S2	13	24.0
Years of service	< 3 year	8	14.8
	3-5 year	13	24.0
	5-10 year	21	38.8
	> 20 year	12	22.2

From table 2, in the final education level, nine respondents with a percentage (16.6%) graduated from D-III, 32 respondents with a percentage (59.2%) passed S1, and 13 respondents with a percentage (24.0%) passed S2. Age of respondents between 21-29 years, four respondents with a percentage (7.40%), age 30-39 years, 14 respondents with a percentage (25.9%), age 40-49 years, 20 respondents with a percentage (37.0%), and age over 50 years 16 respondents with a percentage (29.6%). Employee tenure of fewer than three years eight respondents with a percentage (14.8%), 3-5 years of service, 13 respondents with a percentage (24.0%), 5-10 years of service, 21 respondents with a percentage (38.8%), years of service more than 20 years 12 respondents with a percentage (22.2%). Male sex with a percentage of 19 respondents (35.1%), and female sex with a percentage of 35 respondents (64.8%).

A questionnaire is reliable if the respondents' answers to questions are consistent from time to time. A variable is said to be valid if Cronbach's Alpha value is $> 60\%$. At the same time, the validity test is used to measure the validity or validity of a questionnaire. Based on table 3, the correlation value for the items with the total score is compared with the r-table value with a significance of 0.05 with a 2-sided test and the amount of data ($n = 54$); then the obtained r-table is 0.268, the results of the validity analysis on the independent variables and dependent all of the total items above are more significant than r table so that it can be said to be valid. The output display of the independent and dependent variables shows that Cronbach's Alpha value is 61%, which is reliable. This is because the value of Cronbach's Alpha $> 60\%$ indicates that the respondents answered the questionnaire questions consistently.

Table 3. Validity and reliability test results

Variable	Instrument	r-calculated	Cronbach Alpha	Result
Work environment	X1.1	0.478	0.610	Valid dan reliable
	X1.2	0.859		Valid dan reliable
	X1.3	0.854		Valid dan reliable
Work Culture	X2.1	0.413	0.715	Valid dan reliable
	X2.2	0.781		Valid dan reliable
	X2.3	0.712		Valid dan reliable
Leadership	X3.1	0.710	0.686	Valid dan reliable
	X3.2	0.542		Valid dan reliable
	X3.3	0.750		Valid dan reliable
Employee Performance	Y1.1	0.497	0.679	Valid dan reliable
	Y1.2	0.631		Valid dan reliable
	Y1.3	0.641		Valid dan reliable

This analysis is used to see the influence of the work environment, culture, and leadership on the performance of the Makassar City Spatial Planning Office employees. The details of the regression analysis regarding employee competencies which are processed using the SPSS version 17 computerized program, can be seen in table 4.

Table 4. Regression Data Processed Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.004	.756		1.329	.190
	X1	.785	.120	.408	6.524	.000
	X2	.351	.044	.504	7.972	.000
	X3	.940	.129	.465	7.273	.000

a. Dependent Variable: Y

The test results in table 4 know that the constant value is = 1.004 while the coefficient of the Work Environment variable (X1) is 0.785, Work Culture (X2) is 0.351 while the Leadership Style variable coefficient (X3) is 0.940 from the regression coefficient above, a regression equation is formed.

$$Y = 1.004 + 0,785X_1 + 0,351X_2 + 0,940X_3 + e$$

The constant value, = 1.004, means that if the variable (X1), variables (X2), and (X3) are equal to 0, then the employee performance is 1.004. 1 = Work Environment variable coefficient (X1) is 0.785; this means that if X1 Increases by 1% will increase employee performance by 42%. Work Culture variable coefficient (X2) is 0.351; this means that if X2 Increases by 1% will increase employee performance by 18.9%. The leadership Style variable coefficient (X3) is 0.940; this means that if X3 is increased by 1%, it will increase performance by 50.7%. Furthermore, the analysis of the coefficient of determination test was carried out to find out the amount of the contribution proportion with the variables consisting of variables (X1), (X2), and (X3) on performance (Y) can be seen in table 5.

Table 5. Results of the Coefficient of Determination**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899a	.809	.797	.33042

a. Predictors: (Constant), X1, X2, X3

The correlation coefficient (R) = 0.899, indicating that the correlation of the independent variable with performance is closely related between the independent variable (free) to the dependent variable (bound) and positive. The coefficient of determination (R^2) = 0.809 indicates that the independent variable of 80.9% can explain the variation of performance at the Makassar City Spatial Planning Office. The remaining 19.1 % is influenced by other variables not examined in this study.

They are testing the relationship between variables simultaneously to find out how the independent variables (independent) consisting of the variables X1, X2, and X3 simultaneously affect the performance of employees at the Makassar City Spatial Planning Office.

Table 6. Simultaneous Test Results**ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.078	3	7.693	70.462	.000b
	Residual	5.459	50	.109		
	Total	28.537	53			

a. Dependent Variable: Y

b. Predictors: (Constant), X1, X2, X3

From the results of the ANOVA test or F-test, it is obtained that $F\text{-count} = 70,462 > F\text{-table} = 3.18$ and has a significant level of 0.000. Because the probability of 0.000 is much smaller than 0.05, it can be said that the regression model that has been used can improve the work environment, work culture, and leadership together to affect the performance of Makassar City Spatial Planning Office employees. To find out the partial effect of each independent variable of Work Environment (X1), Work Culture (X2), and Leadership (X3) on service performance, the following t-test results will be presented in table 7.

Table 7. Partial Test Results (t-test)**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.004	.756		1.329	.190
	X1	.785	.120	.408	6.524	.000
	X2	.351	.044	.504	7.972	.000
	X3	.940	.129	.465	7.273	.000

a. Dependent Variable: Y

From the calculation of the work environment variable, the value of $t\text{-count} = 0.785 > t\text{-table} = 3.18$, with a significance level of 0.000, smaller than the level of = 5%. The results of these calculations indicate a significant influence between the work environment and employee performance at the Makassar City Spatial Planning Office. = 5%. The results of these calculations indicate a

significant influence between Work Culture on employee performance at the Makassar City Spatial Planning Office. The leadership variable t-count value = 0.940 > t-table = 3.18 with a significance level of 0.000, greater than the level of = 5%. Based on the results of these calculations indicate that there is a significant influence between leadership on employee performance at the Makassar City Spatial Planning Office.

Discussion

Statistical data analysis results can prove that the work environment variable has a significant and partially positive effect on employee performance. The work environment has a role in influencing employee behavior; this can be reflected in the place and culture, geographical location related to the physical environment where every employee can optimally utilize every available facility, opportunity to innovate and be creative, and opportunity to have opinions, good relationships, and so on so that the work environment can function in providing job satisfaction and optimal performance to achieve organizational goals. The work environment is everything around employees and can affect them in carrying out their tasks. These conditions can be material or psychological. In this case, the work environment relates to the physical environment where employees can use every available facility optimally. A conducive work environment provides security and allows employees to work optimally. The work environment can affect the emotions of employees. Suppose the employee likes the work environment in which he works. In that case, the employee will feel at home in his workplace to carry out activities so that work time is used effectively and efficiently, which leads to increased employee motivation and high employee performance.

Statistical data analysis results can prove that the work culture variable has a significant and partially positive effect on employee performance. Organizational culture has a role in influencing employee behavior; this can be reflected in the opportunity to innovate and be creative, the chance to express opinions, good relationships, and so on. So that work culture can function in providing job satisfaction and optimal performance to achieve organizational goals. Work culture plans to change the attitudes and behavior of existing human resources to increase work productivity to face various challenges in the future. Organizational sustainability is highly dependent on the culture it has. (Susanto:1997) suggests that corporate culture can be used as the mainstay of the organization's competitiveness in responding to challenges and changes.

The results of statistical data analysis can prove a significant and partially positive effect of the leadership variable on employee performance. This shows that leadership considerably influences employee performance at the Makassar City Spatial Planning Office. An effort to direct employees and this organization is the task of a leader. Increasing or not a performance depends on the leadership in the organization. To improve employee performance, leaders must know the motives and motivations desired by employees; employees want to work to meet the needs of both the so-called (conscious needs) and conditions that are not realized (unconscious needs), in the form of material and non-material, physical and spiritual needs.

Conclusions

From the results of the analysis on the influence of the Work Environment, Work Culture, and Leadership on employee performance, it can be said that there is a real influence between the Work Environment and Work Culture on employee performance. Makassar City Spatial Planning Office. The results of statistical data analysis can prove that there is a significant and partially positive influence of the Leadership variable on employee performance with a regression coefficient of 0.940. This shows that leadership has an insignificant effect on employee performance at the Makassar City Spatial Planning Office. From the leadership aspect, it takes effort and attention from the administration for employees by providing training relevant to the employee's duties. Lack of awareness of task clarity, accuracy, and accuracy of work needs to be motivated. Furthermore, encouragement is necessary so that employees can act to exceed what is required or what the job demands, the need for additional efforts to convince employees that leadership is very helpful in getting the job done.

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